



**ZUCKERBERG
SAN FRANCISCO GENERAL**
Hospital and Trauma Center

ZSFG Hoshin Roadmap

2022 – 2023

(Updated – Jan 2023)

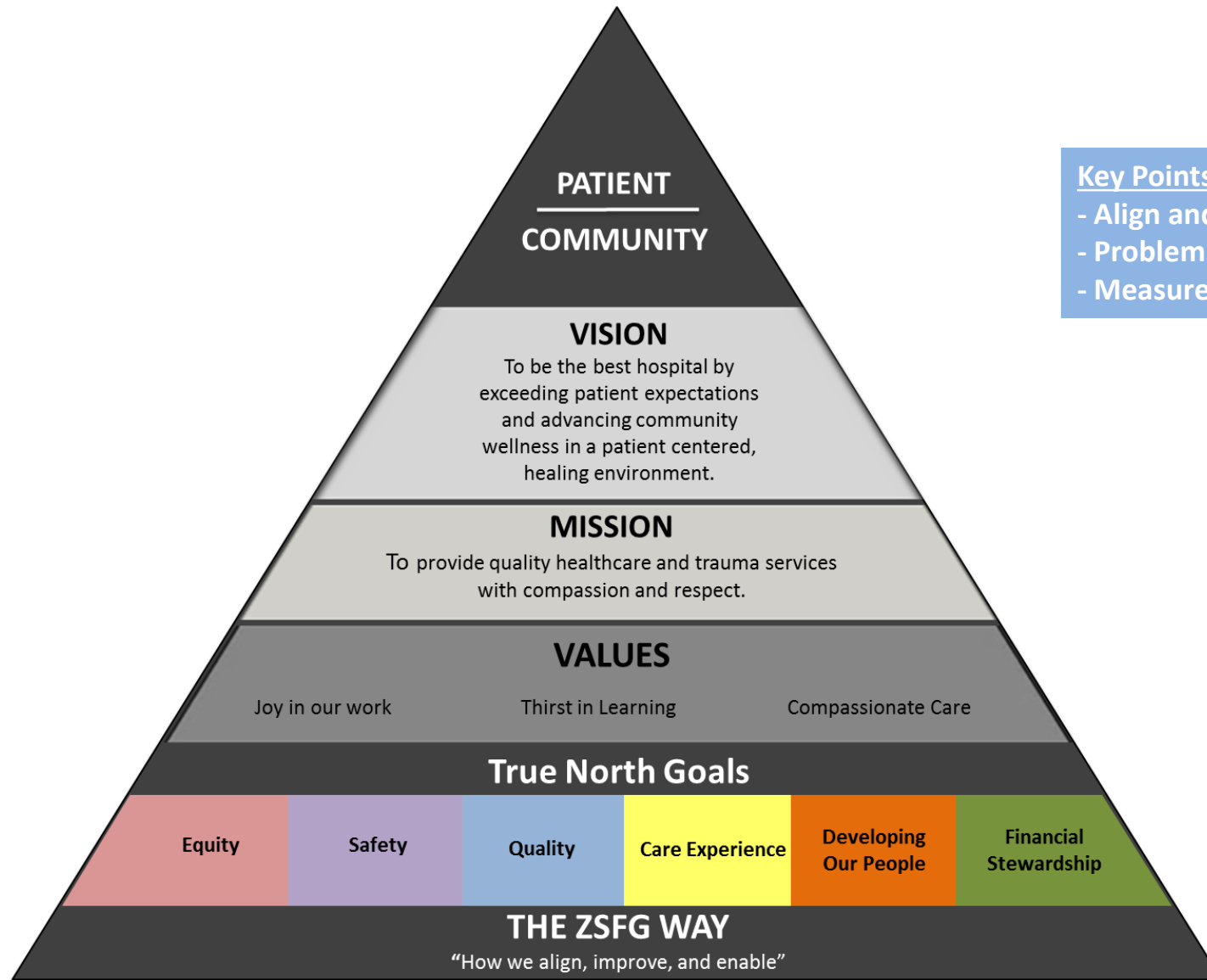


**San Francisco Department
of Public Health**

Terms

- **Hoshin** – “Policy deployment” a method of strategic planning in which strategic goals are established, communicated, and put to action
- **Incubator** – tool to support strategic A3 development, ensure resources and completion of milestones, prior to deployment
- **Flow** – a continuous stream of work, one by one, non-stop
- **Key Performance Indicator (KPI)** – a metric used to measure success of strategic implementation (12-18 months)
- **True North Outcomes** – 3-5 year metrics that help us understand if we are achieving our True North
- **Catchball** – Structured sharing and conversation to support understanding, feedback and alignment

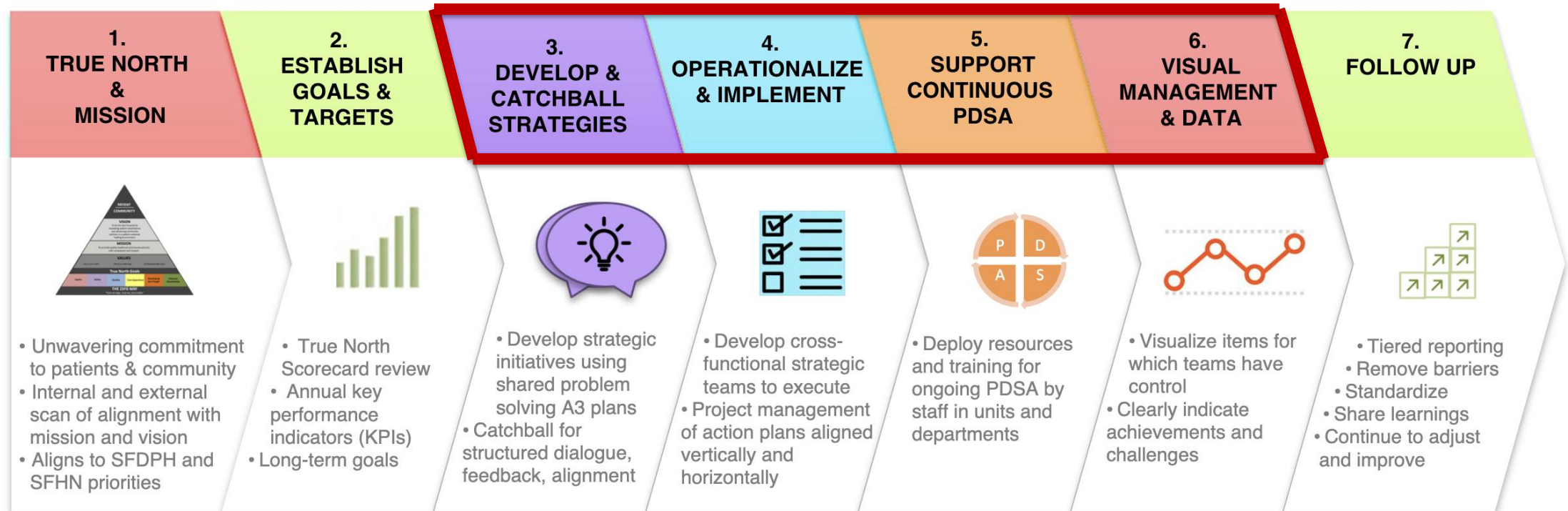
Strategies for Achieving True North



Key Points:

- Align and focus us on our mission
- Problem solve across our systems
- Measures improvement

ZSFG Strategic Deployment Cycle



Strategies for Achieving True North (2022-2023)

<i>True North Pillar</i>	Equity	Safety	Quality	Care Experience	Developing Our People	Financial Stewardship
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Revenue Cycle Optimization

True North Pillars: Financial Stewardship

Executive Sponsors: Jennifer Boffi, Jenna Bilinski

Key Performance Indicator: Hospital Billing Denial Rates (acute stays and outpatient specialty procedures)

Harmonizing and Synergizing Access and Flow Across the ZSFG Campus

True North Pillars: Equity, Quality

Executive Sponsors: Lukejohn Day, Gillian Otway

Key Performance Indicator: ED Diversion Rate, Third Next Ava. Appointment, Lower Level of Care Patient Days

Achieving Safe & Equitable Patient Care

True North Pillars: Equity, Safety, Care Experience

Executive Sponsors: Adrian Smith, Lisa Winston

Key Performance Indicator: COLO SSI, CAUTI, CLABSI, Falls with Injury, HAPI

Achieving Safe & Equitable Staff Experience

True North Pillars: Equity, Safety, Developing Our People

Executive Sponsors: Andrea Turner, Margaret Damiano

Key Performance Indicator: Severity of Assaults

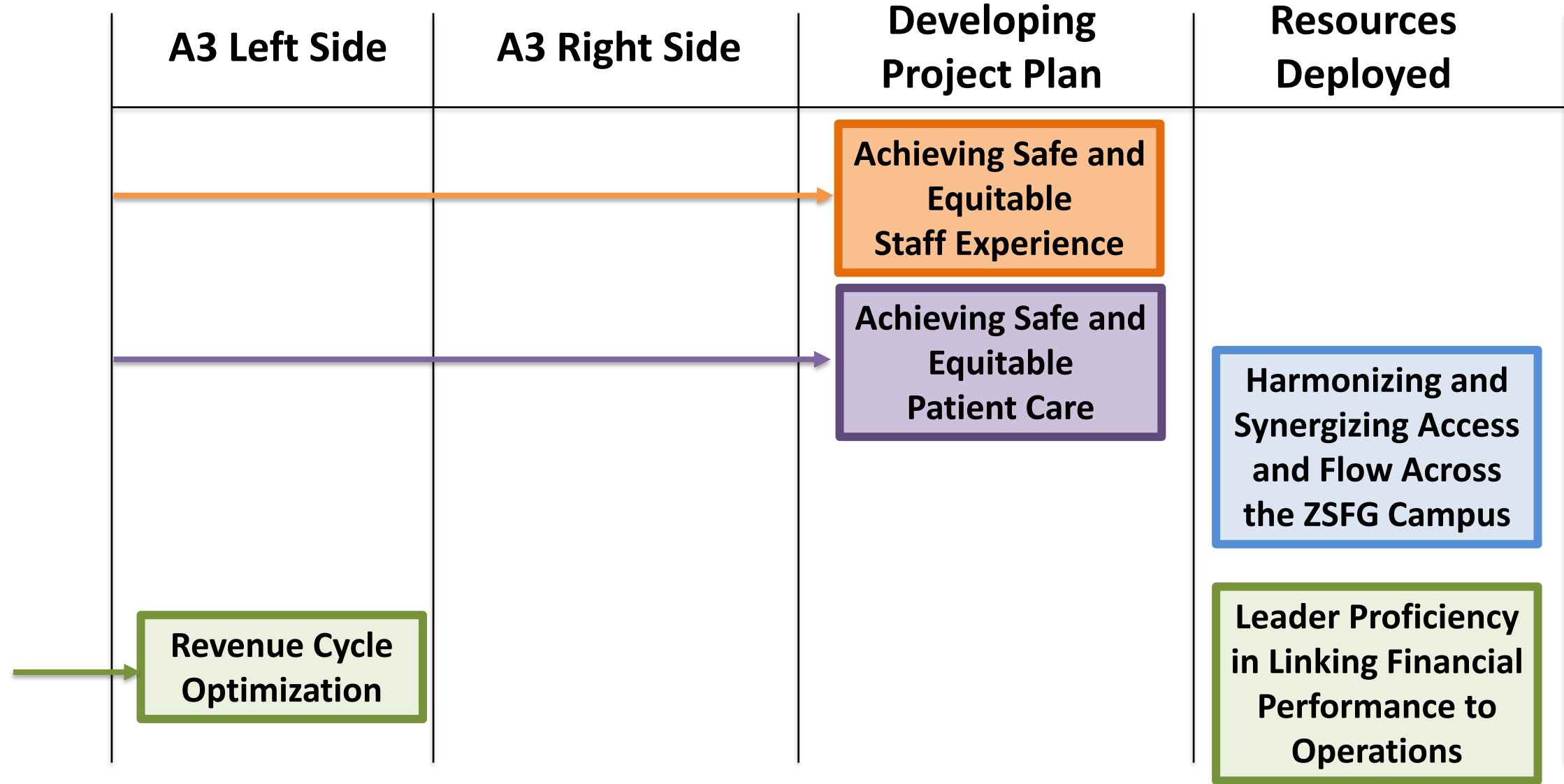
Strategy Incubator – “flowing” of strategic A3 construction and deployment

Reported: September 2022

A3 Left Side	A3 Right Side	Developing Project Plan	Resources Deployed
	<div>Achieving Safe and Equitable Staff Experience</div>		<div>Harmonizing and Synergizing Access and Flow Across the ZSFG Campus</div> <div>Leader Proficiency in Linking Financial Performance to Operations</div>

Strategy Incubator – “flowing” of strategic A3 construction and deployment

As of: January 2023



(A3 LEFT SIDE)

Contains any form of drafted proposals to a problem. This includes proposals for next strategic cycle, follow up to deployed strategic initiatives, or work scoped out of current strategic initiatives.

Drafting Problem Statement and Scope

Establishing Measurables

Catchballing Left Side with Exec Team

CEO Coaching Standard Work

[illegible]

Exec Owner (Incubator) Standard Work	
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1996 Executive Overview - (Disciplinary) Strategic A3 Report Out

Strategic A3 Report Out

January 1997

Strategic A3 Report Out

January 1997

Question	Answer	Comments	Status
1. What is the purpose of the Strategic A3 Report Out?	The purpose of the Strategic A3 Report Out is to provide a summary of the Strategic A3 Report Out.		
2. What is the role of the Strategic A3 Report Out?	The role of the Strategic A3 Report Out is to provide a summary of the Strategic A3 Report Out.		
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(A3 RIGHT SIDE)

Contains any A3s with the right side under construction. A3s "incubate" here while being catchballed at *Executive Committee* and *Expanded Executive Committee*.

Drafting Countermeasures

Drafting Project Plan and PASTA

Catchballing Right Side with Exec Team

Under Revision (A3 or Project Plan)

Catchballing with Expanded Exec Team

(WAITING FOR RESOURCES)

Contains any A3s with the right side complete and a project plan, PASTA, and deployment map under construction. A3s "incubate" here while resources are gathered and infrastructure to support strategic team is established.

CEO Approval to Deploy

Waiting for Resources

Achieving Safe & Equitable Patient Care

Achieving Safe & Equitable Staff Experience

[illegible]

DEPLOY-ED (RESOURCES DEPLOYED)

Contains any A3s that are currently being deployed and operationalized at department/unit level. Progress is reflected on the strategy's project plan and KPI via ZSFG's True North Scorecard.

● = Project Plan and KPI on target

● = Project Plan and/or KPI off target

CEO Coaching Standard Work

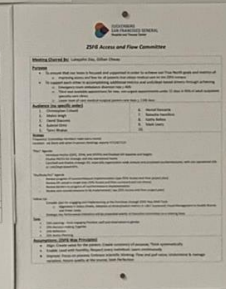
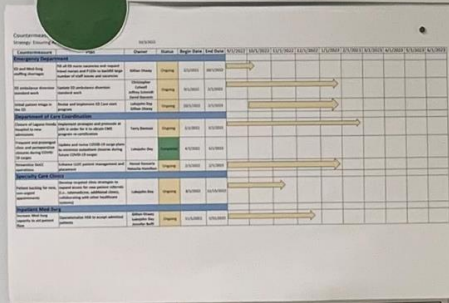
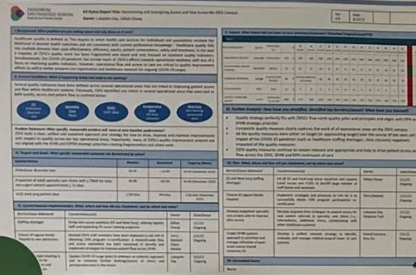
Exec Owner (Deployed) Standard Work

Strategic A3

Project Plan

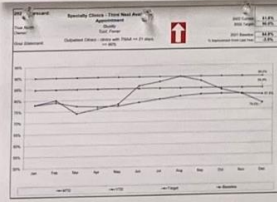
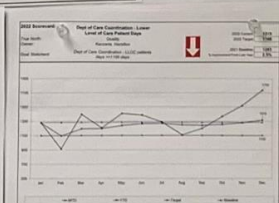
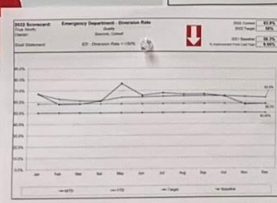
Countermeasure Summary

Harmonizing and Synergizing Access & Flow Across the ZSFG Campus



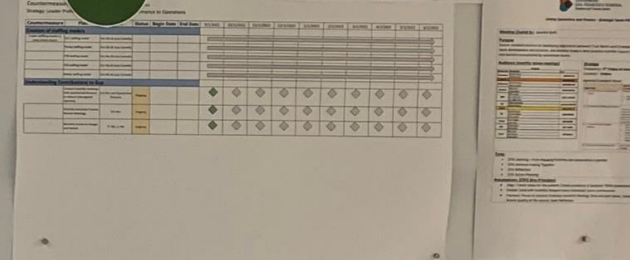
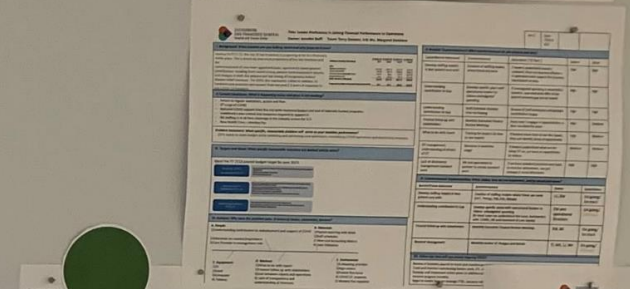
What is our performance?

How can we stratify our data?



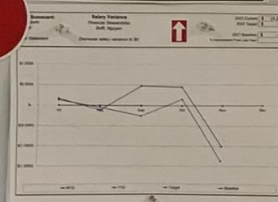
What are the top contributors?

Leader Proficiency in Linking Financial Performance to Operations



What is our performance?

How can we stratify our data?



What are the top contributors?

What are we going to test?

What are we going to test?

Next Steps

- **Implementation Progress of Strategies** – January 2023
 - Review strategic A3 implementation status and countermeasures
- **True North Scorecard** – March, June, September, December 2023
 - Quarterly review of progress towards achieving True North goals